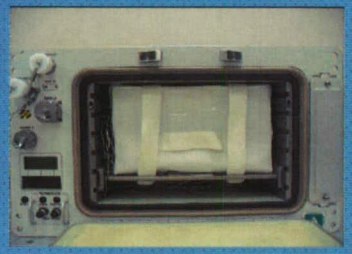
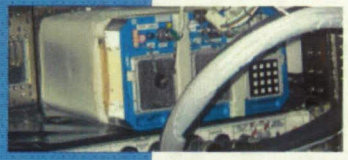
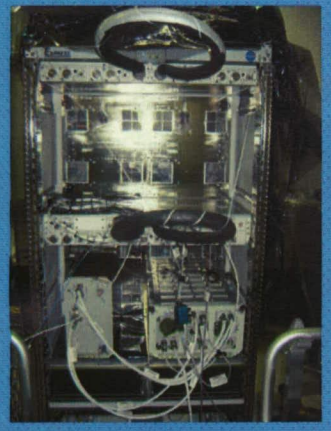
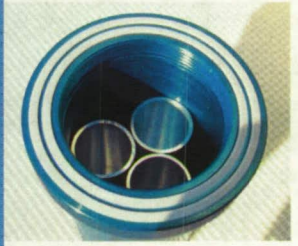
High Performance Teams

KSC Utilization Team



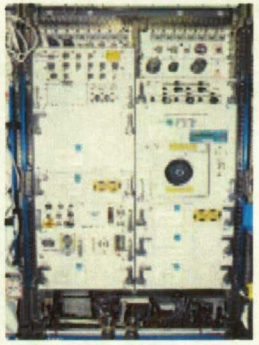
Barbra Calvert
NASA Kennedy Space Center
Utilization Project Manager

Background

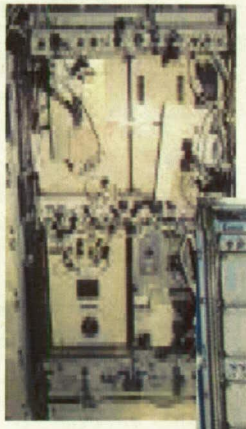
- KSC and ISS Research
  - To perform ISS Research (Utilization) several racks have been placed on orbit
  - Scientist utilize equipment and hardware in these racks to perform experiments
  - The racks and hardware for the experiments are tested in a flight like configuration with the flight software at KSC to verify everything will work as required on orbit

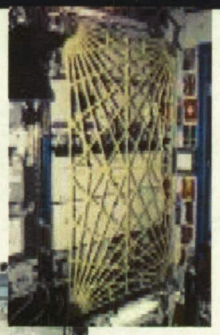
Expedition 2 crewmember Susan Helms activating the HRF 1 rack

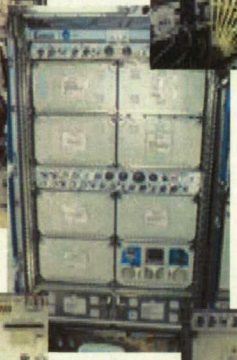
Background

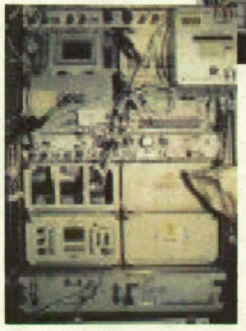


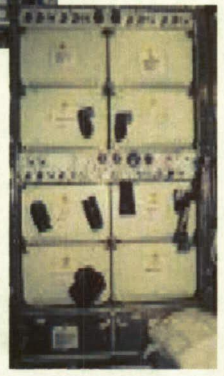
Human Research Facility Racks











ExPRESS Racks

Microgravity Sciences GloveBox

MELFI Freezer

2001 2005

Timeline of Events

2002
20 MLE
Study

2003
Columbia
Accident

Crew Size
Reduced from 6
To 3 and then to 2

Move into
SLSL

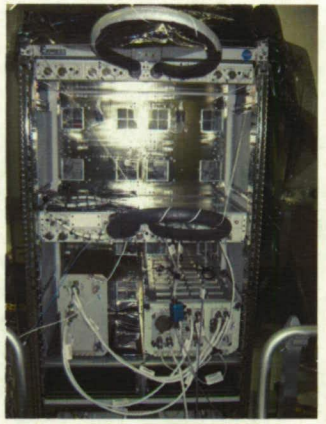
2005
Return to flight

Reduction
In MLE

2006
PTCS
Funding
Cancelled

2007
NASA
Tested
First Payload
In PRCU at KSC

2009
6 -crew
Capability
on Orbit



Project Management Challenges

- Keeping the people and the skills when budgets and tasks are reduced
- Motivating personnel
- Understanding when to intervene
  - Between the team and management
  - When there is conflict within the team

Utilization Team Makeup

- Overall Team
  - Middeck Team
    - Responsible for late stow of middeck payloads
    - Supports alternate landing sites
    - Majority of the team has been together for years
  - Test Team
    - Responsible for final test and checkout of payloads before flight
    - Most affected by changes in roles and responsibilities
    - Recently took on the additional responsibility of running the Checkout System

What Makes this a High Performance Team

- Product is always outstanding
  - Issues within the team are transparent to the customers
  - Customers and program representatives recognize the quality product the team produces
  - Technical capabilities transferred to new team members

EVERYONE ENJOYS WHAT THEY DO

How Do You Build A High Performance Team

- Recruit individuals who are motivated to perform the task at hand
- Clearly define the roles and responsibilities of the team members
- Make sure each team member is properly trained
- Keep team members well informed
  - Upcoming events
  - Program decisions
- Celebrate success
- Continue to evaluate performance and where improvements can be made
- Reward achievement

Summary/Questions

- Understand what influences the team and their performance
- Define roles and responsibilities
- Train
- Celebrate
- Improve